

APPENDIX D: Communication and Roll-Out of the Strategic Plan

The overall framework for communicating and implementing the FY 2000 –2005 Strategic Plan operates under several key assumptions:

- The inclusive and innovative approach to the development of the plan must extend to roll out and ongoing communication efforts;
- Accountability for fulfilling commitments and achieving goals should be articulated throughout the organization and at all levels; and
- Alignment of the annual performance plan, budget, other departmental strategic plans and performance agreements are necessary to the successful implementation of the strategic plan and should be reinforced.

Communication of the Strategic Plan

Roll-Out

We will use a variety of techniques to communicate our safety, mobility, economic growth, human and natural environment, national security, and organizational excellence goals to our employees, other federal, state and local partners, our customers and stakeholders. Secretary Slater and Deputy Secretary Downey will introduce the strategic plan at a September open-air event scheduled exclusively for this purpose. Operating Administrators, other senior leadership and all DOT employees will be invited to attend along with Congressional, industry and labor customers and stakeholders. Printed copies of the complete strategic plan and mission cards will be available at this event. The plan will be posted on DOT's web site and we will have TV coverage of the event for future airing.

Education

A Power Point presentation illustrating the strategic plan will be distributed to all Staff Offices and Operating Administrations to assist in educating DOT employees about the plan and how their specific jobs support it. This will encourage the Department's workforce to be creative and confident in developing new ways of doing business that will help us achieve the goals.

E-Government

We will maintain the strategic plan on the Internet via its own web site linked to the Department's home page but will add some improved features. The DOT Strategic Plan web site will contain not only the most updated version of the document but will also provide access to information on the tools (Future Scenarios) and processes involved in the development of the plan. And, so as not miss an opportunity to be Visionary and Vigilant, there will also be a place on the web site for customers and stakeholders to advise the Department on future transportation trends so that we might keep the future scenarios current.

Speeches and Public Appearances

The Department will stay on message in public appearances and discuss the strategic goals and outcomes with our customers and stakeholders at every opportunity. The strategic planning staff will hold weekly, open brown bag lunches to discuss how the plan was built, how it differs from the 1997-2002 plan and how the people of DOT support the plan.

Implementation of the Strategic Plan

Incentives

The Department of Transportation believes in finding the good and praising it. Thus, we will be proactive in identifying and rewarding employee contributions that help us fulfill our mission and achieve our goals. Indeed, the DOT awards and recognition programs require that the employee and team contributions support the mission and goals of the Department. Secretary Slater personally recognizes employees who make exceptional contributions to the Department. Since our workforce is our most valuable asset, providing highly visible and frequent incentives to our staff not only improves morale and increases the likelihood of our achieving our goals, and becomes one more means by which employees will understand and utilize the strategic plan.

Accountability

Each year the Department's Assistant Secretaries, Operating Administrators, and Office Directors have signed Annual Performance Agreements with the Secretary. These agreements parallel the structure of the goals in the strategic plan. They contain annual performance goals and describe projects and program initiatives that support each strategic goal. The Deputy Secretary tracks progress against the milestones in the agreements via monthly meetings with these officials. We will continue this practice of holding our leadership accountable for the achievement of our strategic goals into the future through this process. Performance Agreements will continue to be revised and updated annually from the Performance Plan submitted with the proposed budget for that year.

Similarly, we will hold managers accountable for achieving our strategic goals through the Department's Performance Management framework that contains standards linked to each of the strategic goals. In this manner, we will reward our workforce for accomplishing the goals in our strategic plan.

Budget Process

Finally, we will continue to reinforce the goals and strategies in our Strategic Plan via the annual budget process to tie resources to results. We will continue to evaluate budget requests and allocate resources to those programs and activities that best help us achieve our five strategic goals.

- DOT will continue to use program evaluation to understand and quantify the degree of influence our activities exert on strategic outcomes. We will use these evaluations to determine the resource allocation and strategies that achieve maximum results.
- DOT will continue to encourage management for results throughout the Department, fostering the development of measures that assist modes in managing their activities and in developing resource requests that advance common DOT strategic goals.
- DOT will ensure that new initiatives proposed in the annual budget process identify performance indicators and data sources and clearly support the strategic goals put forward in this document.
- DOT will not use performance measures alone to make budget decisions, but will continue to use a broad range of analytic tools along with performance measures to best allocate resources and advance strategic goals.